

United States Agency for International Development

Results Review and Resource Request (R4)

LAC REGIONAL PROGRAM

FY 1999 - 2001

The attached results information is from the FY 1998 Results Review and Resource Request (R4) for the LAC Regional Program and was assembled by LAC/RSD.

The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Judy Gilmore, LAC/RSD.

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Please Note:

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ACRONYMS

AAA	Accountability and Financial Management Activity
AAAS	American Association for the Advancement of Science
AIDS	Acquired Immune Deficiency Syndrome
ATIE	Advanced Training in Economics
B	Baseline (used in performance data tables)
BASICS	Basic Support for Institutionalizing Child Survival
BCG	A common childhood vaccination
CASS	Cooperative Association of States for Scholarships
CARICOM	Caribbean Community (a subregional trading bloc)
CLASP II	Caribbean and Latin American Scholarship Program
DA	Development Assistance Funds
DDM	Data for Decision Making
ESF	Economic Support Funds
FPMD	Family Planning Management Development
FTAA	Free Trade Area of the Americas
FY	Fiscal Year
IAD	Inter-American Dialogue
IDB	Inter-American Development Bank
IEE	Initial Environmental Examination
IFMS	Integrated Financial Management System
IIDH	Inter-American Institute for Human Rights
IMCI	Integrated Management of Childhood Illness
IPSI	Inter-Summit Property Systems Initiative
IR	Intermediate Result
ISO 14000	A set of voluntary international environmental standards
LAC	Latin America and the Caribbean
LAC/RSD	Bureau for Latin America and the Caribbean: Office of Regional Sustainable Development
MOH	Ministry of Health
MOU	Memorandum of Understanding
NCFAP	National Center for Food and Agriculture Policy
NGO	Non-governmental Organization
OAS	Organization of American States
OE	Operating Expense
OPV3	A common childhood vaccination
OYB	Operating Year Budget
PAHO	Pan American Health Organization
PERA	Partnership for Educational Revitalization in the Americas
PHN	Population, Health and Nutrition
PHR	Partnership for Health Reform
PiP	Parks in Peril
PREAL	Proyecto de Promocion de la Reforma Educativa en America Latina
PSC	Personal Services Contractor
R4	Results Review and Resource Request
RSD	Office of Regional Sustainable Development, LAC Bureau
RSD-DHR	Democracy and Human Rights Team, Office of Regional Sustainable Development, LAC Bureau
RSD-ENV	Environment Team, Office of Regional Sustainable Development, LAC Bureau

RSD-PHN	Population, Health and Nutrition Team, Office of Regional Sustainable Development, LAC Bureau
SO	Strategic Objective
SpO	Special Objective
T	Target (used in performance data tables)
TT2	Second dose of the Tetanus Toxoid
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
USDH	U.S. Direct Hire Personnel
USED	U.S. Department of Education
USG	U.S. Government
WTO	World Trade Organization

I. OVERVIEW AND FACTORS AFFECTING PERFORMANCE

Regional Trends

Summit of the Americas: The Summit of the Americas, beginning in Miami in 1994, continuing in Bolivia with the Sustainable Development Summit and culminating in Santiago in April 1998, has established the U.S. Government's (USG) foreign policy agenda for the region. The Miami Summit launched major initiatives to address the problems of poverty, quality and equity in basic education and health services, democratic governance, environmental threats and the continuing challenge of regional economic integration. The Santiago Summit has deepened and strengthened these commitments with increasing emphasis on a second generation of reforms that are specifically aimed at reducing poverty and inequity, improving basic education, increasing economic opportunity through free trade, and strengthening the rule of law. The Bureau for Latin America and Caribbean: Office of Regional Sustainable Development (LAC/RSD) is involved in carrying out 17 of the 27 action items emerging from the Summit agenda, with particular attention to the improvement in the quality of basic education; greater availability of credit and other financial services; increased access by the poor to secure and marketable land titles; equitable participation in regional trade; and local government strengthening and decentralization.

In contrast to the Summit of the Americas agenda-setting process for the hemisphere, which is well orchestrated and built on consensus, several unexpected events have also influenced the mood of the region in a more negative way and have undercut the euphoria coming out of Santiago. LAC/RSD is redoubling its efforts to ensure that the momentum achieved in April will be maintained and even accelerated as a result of these crises.

Financial Crisis: The first is the financial crisis, which for the time being appears to be relatively successfully contained and limited to a few countries. Nevertheless, the high degree of volatility in international finance and trade has reduced the average growth rate in the region from 5.2% in 1997 to 2.3% in 1998. And the prospects for 1999 remain highly uncertain due to the possible delayed effects of these negative external shocks. Some warning signs are all too apparent: low export prices; growing current account deficits; falling short-term capital inflows; and rising unemployment rates. On the positive side, inflation rates of approximately 10% are at their lowest ebb since 1949.

Natural Disasters: The impact of natural disasters on the Latin America region in 1998 has been devastating. El Nino hit the Andean subregion especially severely with damages estimated at \$7.5 billion. Fires in Mexico and Central America decimated 3.5 million hectares of land, and in Brazil the fire season was the worst on record. In September 1998, Hurricane Georges caused heavy damage to the Dominican Republic of about \$1.35 billion; Hurricane Mitch, the most destructive of this century, pounded Central America in late October/early November causing losses of over \$7 billion. Predictions are that Latin America will be more susceptible in the future to these natural events, making reconstruction efforts extremely important in mitigating future disasters. First Lady Hillary Rodham Clinton recently announced the U.S. supplemental request for Hurricane reconstruction of over \$1 billion (reprogrammed and new resources). This request has just been sent to the Congress by the Office of Management and Budget. Most of the

resources in the supplemental have been or will be channeled through the LAC Bureau, with LAC/RSD providing the technical expertise and coordination. Technical Working Groups in health, education, environment, democracy, housing and economic set up for this purpose are functioning well.

LAC Regional Program

Significant Program Achievements: In FY 98, the LAC Regional portfolio, managed by LAC/RSD, registered important accomplishments in implementing the Summit of the Americas Miami and Bolivia recommendations and in designing new activities to respond to the Santiago Summit. A few of the most impressive results are highlighted below:

- Under the aegis of Parks in Peril, 17 sites covering about 15 million acres no longer require intensive USAID funding and have graduated from the program.
- The Inter-American Dialogue (IAD) has had a significant impact on hemispheric planning and follow-up to the Santiago Summits through their Education Task Force Report, *The Future at Stake*, which has fundamentally changed the terms of the debate on education reform in the region.
- LAC/RSD, as part of a partnership with Canada and the Inter-American Development Bank (IDB), set up an Internet-based “Virtual Secretariat” to link the trade ministries and regional offices of the 14 Caribbean Community (CARICOM) member states in order to facilitate their participation in the Free Trade Area of the Americas (FTAA).
- The Inter-American Democracy Network of the Partners of the Americas has engaged over 100 associate members, surpassing by 25% their target for the whole program; these associates are now carrying out civic activities on their own initiative.
- The website, developed under the Health Reform Initiative, which advocates for sustainable reforms to increase equitable access to basic health services in the region, has been extremely popular, reaching about 10,000 users. Of the 100,000 hits, 72% are from outside the U.S.

Relationships with Donors: In order to make the most effective use of scarce regional resources, the LAC Regional program usually works through regional institutions, who already have excellent contacts and the necessary political clout to bring about real policy reform. LAC/RSD also makes it a point to collaborate closely with other donors, both multilateral and bilateral, and in most instances are able to leverage additional resources.

- In the democracy arena, LAC/RSD was instrumental in the IDB’s decision to organize an International Forum for Cooperation on Local Government, which was inaugurated at the Bank’s annual meeting in Paris in March 1999. In response to the Summit’s call to share experiences and information, the Forum will provide donors with the venue to identify the most urgent technical assistance needs of municipalities, establish greater consensus on technical approaches, identify priority issues for research, and to learn jointly about best practices, training materials, and innovative approaches to local government in the Americas.

The U. S. Agency for International Development's (USAID) program will finance the Executive Secretariat for the Forum, thereby stimulating policy dialogue that will affect the priorities and design of other donor programs.

- Another example is in the microenterprise area, where USAID and IDB have signed a Memorandum of Understanding (MOU) to provide technical assistance to non-governmental organizations (NGOs) that are capable of becoming regulated microfinance institutions or to banks that want to expand their portfolio into microenterprise lending. Our \$1.5 million is providing the grant funding for the \$10 million IDB line of credit. We have also worked closely with IDB on the \$17 million (USAID \$5 million and IDB \$12 million) Mitch Microenterprise Recovery Fund, announced by the First Lady in November.
- Similarly in Education, as part of the Summit plus up, our grant funds will be used for technical assistance, pilot and demonstration activities, applied research, and project design in support of the IDB's \$5 billion Summit pledge. With the IDB and Harvard University, a conference on Education Policy Reform for Central America was held in El Salvador in January 1999 to launch this effort.
- And lastly, over the life of the program, Parks in Peril has leveraged over \$45 million of non-USAID resources for park management, including \$9.4 million in FY98 from European donors. Local governments, such as Mexico and Colombia, have also increased financial support for their park systems, following up on USAID's initial investments.

Future Prospects: LAC/RSD, over the next few years, will be undertaking several major new initiatives as follow-up to the Summit of the Americas in the areas of basic education, microenterprise, property registration, local government, anti-corruption, food safety, and economic integration. In addition, the Strategic Objective (SO) for trade is currently being redesigned and a new strategy will be reviewed shortly. The SO for biodiversity will also be revised as the Parks in Peril program ends in 2001, a new water initiative is being considered, and a possible new activity in family planning is being developed. Finally, we expect Development Credit Authority from Office of Management and Budget as early as March so planning for these activities and those of the Environmental Partnership will be in full swing. Over and above our regular portfolio, the Working Groups will be responsible for the management of most of the other USG programs in support of countries affected by Hurricane Mitch. All of these new initiatives and the hurricane supplemental activities require adequate program as well as operating expense (OE) resources to develop and initiate. Therefore, we will need resources to hire additional program staff so that we can maintain our high level of productivity and performance.

II. PROGRESS TOWARDS OBJECTIVES

SO 1: Progress Toward Resolving Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere

Summary: The goal of the LAC Regional program's SO 1 is to foster broad-based economic growth in the following U.S. foreign policy goal areas, defined by the Summit of the Americas: equitable participation in regional trade, particularly in respect to the establishment of the FTAA by 2005; greater availability of credit and other financial services; increased access by the poor to secure and marketable land titles; and environmentally sustainable development. The Hemispheric Free Trade Expansion Project has been the main engine in addressing the goal areas listed above. USAID also works with both the IDB and ACCION International to promote greater availability of credit and other financial services throughout the hemisphere. In response to a new Summit Initiative on property registration, LAC/RSD has created the Inter-Summit Property Systems Initiative (IPSI), which aims to build consensus within the hemisphere and lead implementation of the commitments established at the Santiago Summit. During May 1997, the President of the United States attempted to improve relations with the Windward Islands, a vocal part of CARICOM, by announcing an aid package. Responding to this commitment, USAID developed a \$4.7 million Windward Islands Diversification Project under this SO with the overall goal of reducing the economic and social impact on the Windward Islands resulting from the loss of the preferential banana market in Europe.

Performance over the past year has "met expectations" in the SO's three active key results.

Key Results and SO Progress: Four intermediate results comprise the SO: (1) progress by smaller-economy countries in establishing FTAA-consistent trade discipline reforms; (2) progress toward improved modern labor/management relations; (3) progress toward the adoption of improved policies, practices, and technologies addressing key small and medium-sized enterprise trade issues; and (4) progress toward the adoption and implementation of improved policies, practices, and technologies addressing key environment-related trade issues. During the past year, however, lack of funding support resulted in discontinued support for the second IR.

Trade Liberalization - In an effort to promote equitable participation in regional trade, significant emphasis has been placed on assisting the Hemisphere's smaller-economy and developing countries to make progress toward FTAA membership by 2005. For foreign policy reasons, the member states of CARICOM were the primary beneficiaries of this assistance. LAC/RSD is helping CARICOM to work closely and collaboratively with the USG technical assistance sources that are most able to assist CARICOM in increasing trade with the U.S. and gain membership to the FTAA.

An essential step in achieving FTAA membership is complying with World Trade Organization (WTO) obligations. Given the important role that agricultural trade plays in sustainable development, LAC/RSD has supported the U.S. Department of Agriculture (USDA) in assisting CARICOM members to understand and meet their WTO Sanitary & Phytosanitary (SPS) obligations. To this end, the USDA: (1) coordinated a workshop conducted by the WTO/SPS Secretariat staff explaining the provisions of the agreement; (2) developed SPS On-line, an

information site on the internet describing SPS measures, the approval process for importing plant, animals and related products into the U.S., and risk analysis and assessment procedures; and (3) worked with the International Institute for Cooperation on Agriculture to establish import/export protocols for the quarantine treatment of fresh produce for CARICOM. Another aspect of SPS obligations is food safety, which the President highlighted in a special initiative. In support of this initiative, USDA organized the Caribbean Regional Food Safety Workshop, held in Jamaica, which educated representatives from 16 Caribbean countries, including ministers of agriculture, ministers of health, the private sector, and international organizations, on designing and implementing food safety systems based on international standards. Instituting business facilitation measures is another important step in improving trade and joining the FTAA. The U.S. Customs Service assisted countries to introduce such measures in the areas of customs reform, modernization, and automation, which are essential for meeting WTO obligations on valuation and trade-related aspects of intellectual property rights.

To help CARICOM members comprehend and analyze the implications of various trade agreements (including the FTAA) for agricultural trade policy, the National Center for Food and Agriculture Policy (NCFAP) has conducted three workshops on the special needs of island economies regarding this issue. NCFAP has also established a trade policy network on the internet (www.ncfap.org) to achieve consensus among agricultural policy makers. LAC/RSD also established an internet-based Trade Information Network (“Virtual Secretariat”) to support CARICOM’s participation in the FTAA, and other external trade negotiations. The network, an information and communication system, currently links CARICOM’s regional trade-supporting institutions and eventually will include member countries’ trade ministries. It provides a forum for sharing FTAA, WTO and other trade-related information among members to advance the process of external trade negotiations, assist members in implementing trade liberalizing policies, and develop negotiation platforms. In addition, it will help members to better communicate and coordinate policy through access to e-mail and the Internet. This activity complements an IDB project to provide training and strategic studies on trade policy, as the network will be a resource for accessing specialized trade information and will provide a forum for disseminating the IDB-funded studies. To officially link our two institutions’ technical assistance activities, the IDB has made success of Phase I of the “Virtual Secretariat” a condition for the disbursement of the second tranche of IDB funds. Phase I of the activity, which entails the design and construction of the network and its installation in the six regional trade-supporting institutions is very close to completion, with four of the six Phase I sites currently using the system. During Phase II, subject to the availability of funds, the 14 national trade ministries of CARICOM member countries will be added to the network and receive training. USAID has already received positive feedback from users regarding cost and time savings which have already been achieved.

Trade and Market Participation - LAC/RSD undertook policy and intellectual leadership to articulate a Summit initiative on property registration which was endorsed by the 34 participating governments at the Santiago Summit. The LAC Regional program then created the Inter-Summit Property Systems Initiative to lead implementation of this initiative. IPSI aims to reach its ultimate customers, poor holders of informal property, through building consensus, leveraging resources, and promoting best practices for formalizing property rights. IPSI engaged the Government of El Salvador to be a cosponsor of the Summit initiative and signed a cooperative

agreement with the Institute for Liberty and Democracy to lead civil society participation in the initiative. In consultation with other USG agencies and multilateral development banks, a strategy paper was developed that outlines a plan for implementation which will soon be posted on the Organization of American States (OAS) Summit Website. A roundtable was hosted for the PROSEGUIR land registration project (USAID/El Salvador) to present its results to the World Bank and the IDB.

In the field of *microenterprise*, the LAC Regional program helps poor microentrepreneurs access credit and other financial services by assisting the institutions providing such services to improve their operations and access commercial funds for expansion and by promoting best practices and lessons learned. The program made significant progress in achieving these ends. The program cosponsored the Inter-American Forum on Microenterprise with the IDB, which was held in Mexico City in March 1998. LAC/RSD was instrumental in ensuring participation from Caribbean countries. USAID presented panels on assessing impact and expanding rural finance. USAID and the IDB used this conference to launch a new partnership, announcing a program to link a new \$10 million Multilateral Investment Fund facility with USAID's \$1.5 million counterpart facility for microfinance institutions. A MOU with the IDB was signed on December 3, 1998, solidifying this relationship. This represented the first time the two institutions have linked their microenterprise assistance in the region, an approach that has continued in dealing with the aftermath of Hurricane Mitch.

Through its grant to ACCION International, LAC/RSD had several achievements on the cutting edge of microenterprise. ACCION has trained the financial staff of eight microfinance institutions in a new financial projection model which simulates the effects of management decisions on financial statements and performance ratios. ACCION has also responded to increased competition in the microfinance arena. In addition to providing one-on-one marketing assistance to five affiliates in FY 98, ACCION has developed a database that attempts to quantify the demand for microfinance in each affiliate's country. ACCION, in conjunction with Calmeadow (a Canadian microfinance institution) and the Microfinance Network (a network of 21 leading microfinance institutions from around the world), coordinated the first conference ever convened on the newly emerging topic of ownership and governance structure of microfinance institutions, which shared lessons learned with over 170 participants.

In response to the President's commitments to the Windward Islands, the LAC Regional program issued a grant to the Caribbean Development Bank to assist communities in addressing their basic needs and create temporary employment during the phase-out of banana production. Over 30 USAID-funded projects, totaling \$973,000 and benefiting over 22,720 people have been implemented. These community projects range from repairing roads and drainage systems to building and improving health and education facilities. In addition to fostering community development as a means of increasing employment, the LAC Regional program also provided short-term training for those affected by the loss of jobs in the banana industry. Fifteen 1-2 day training courses have been conducted by University of the West Indies, teaching roughly 400 people about employment options including organic farming and greenhouse farming to various topics in hospitality management. The sessions have been very successful and follow-up sessions are under consideration, pending further funding.

Trade and Environment - LAC/RSD, through the Hemispheric Free Trade Expansion Project, seeks to enhance the understanding of, and advance action on, key trade-related environment issues through an emphasis on environmental competitiveness -- improving environmental management to meet international market requirements -- for key trade sectors. This objective is achieved through: (a) identification of key trade-related environment issues; (b) sponsorship of regional and hemispheric consultations by ministers, industry leaders, investors, and civil society on trade, environment and investment for key sectors; and (c) development of successful replicable models which integrate policy, technology, and financing considerations.

The LAC Regional program has increased the understanding by key stakeholders of the economic and trade benefits of clean production resulting in greater industry demand for, and government commitment to, clean production approaches. The first hemispheric consultation on industrial clean production, co-sponsored by LAC/RSD and the Global Bureau's Environment Center, resulted in the elaboration of a hemispheric clean production strategy and the establishment of a clean production network. LAC/RSD's sponsorship of the first regional consultation on trade, environment and investment issues for the mining sector bolstered Summit commitments for clean production in the mining industry.

LAC/RSD has been instrumental in introducing new approaches and concepts in support of sustainable trade. The program demonstrated the economic benefits of water use efficiency within the food processing industry in Bolivia and Ecuador. This has widespread application given the need to reduce water consumption by high volume users in response to mounting pressures on LAC water resources. The program's workshops on international environmental standards (ISO 14000) catalyzed Jamaica's program for improving hotel environmental management systems (EMS), with Jamaica becoming the first country in the world to achieve Green Globe environmental certification for hotels. A regional Caribbean government/industry partnership is now addressing, with LAC/RSD support, constraints to broader adoption by hotels of EMS. The formation of an industry club in Peru to develop and implement management plans for ISO 14000 certification also evolved from the program's efforts. Currently, LAC/RSD is developing guidelines for sustainable harvest/certification for non-timber forest products.

To advance policy reform for key economic sectors, the LAC Regional program completed assessments of Bolivia and Ecuador clean production policies and analyzed shrimp aquaculture policies in Central America. The program is also demonstrating the economic profitability of low impact logging, supporting the development of model mining policy and investment guidelines, and assessing constraints to expanding markets for Central American certified timber products.

Future Performance: Under the current management contract, LAC/RSD is revising the SO to ensure greater policy coherence with U.S. foreign policy goals in support of the Summit initiatives on economic integration and free trade and eradicating poverty and discrimination. The SO revision process is anticipated to lead to formulating three distinct Summit-related objectives: (1) a Special Objective (SpO) focused on hemispheric economic integration and free trade; (2) a SO focused on poverty reduction; and (3) an environmental partnership SO that will address key regional environmental challenges. This restructuring will allow LAC/RSD to be more strategic in responding to US foreign policy objectives and Summit initiatives, better target resource allocations, and improve program monitoring and reporting on results.

SO 2: Improved Human Resource Policies Adopted in Selected LAC Countries.

Summary: Consistent with the Miami Summit's Plan of Action, LAC/RSD established a hemispheric partnership to improve the quality of education in the region by promoting better education policy. The partnership is entitled the Partnership for Educational Revitalization in the Americas (PERA), in English, or the Proyecto de Promocion de la Reforma Educativa en America Latina (PREAL), in Spanish. The goal of the LAC Regional program--working primarily through PERA/PREAL--is to help propel education to the top of the region's policy agenda. The LAC Regional program works to accomplish this goal in three ways, by: a) documenting shortcomings in existing educational systems; b) articulating the case for education reform; and c) developing a constituency for reform and strengthening local capacity and commitment to participate in education reform. The programs' customers represent a broad range of stakeholders, including government, NGOs, international organizations, the private sector, and community organizations, parents and teachers.

Performance under the SO over the past year has "exceeded expectations." PERA/PREAL has been exceptionally successful in achieving its goal of mobilizing support for education policy reform in the region. There is a growing regionwide concern for improving the performance of the education sector as evidenced by a number of factors. First, the Summit of the Americas in Santiago, Chile, in 1998 accorded education reform as the top priority for the region and was known as the "Education Summit." Second, there are a growing number of new education policy initiatives in the region in which LAC/RSD will be expected to play a central role. Important examples of new education policy reform initiatives include: 1) the U.S.-Brazil Partnership in Education created by Presidents Clinton and Cardoso, 2) recent efforts by Central American Ministers of Education to initiate major education reforms, and 3) renewed interest in the Dominican Republic to undertake education reform programs.

Key Results and SO Progress: The SO has three key results, including: 1) public and private sector support for education reform built; 2) capacity of public and private organizations to work for education reform strengthened; and 3) best education policies and practices in Latin America and elsewhere identified, analyzed and disseminated. Progress toward SO 2 has been exceptional in at least four ways:

Summit of the Americas - When measured against its goal of pushing education to the top of the region's policy agenda, the LAC Regional program has been a stellar performer. Education reform as an issue went from an important but only-one-of-many at the Miami Summit to the lead and central issue at the Santiago Summit. Although LAC/RSD's effort to promote education reform cannot take sole credit for the emergence of education as the Summit's leading issue, it certainly has played a very significant role. LAC/RSD's key partner and implementing agent of PERA/PREAL, the IAD, has had a direct impact on hemispheric planning and follow-up to the Santiago Summit. PERA/PREAL worked informally but directly with Summit organizers to establish the Summit agenda and the education recommendations. More than half the items on the Summit Action Plan for the Education Initiative are policy issues and solutions that LAC/RSD has been actively promoting.

Documenting shortcomings in existing educational systems - The Santiago Summit reinforced the region wide search for solutions to problems posed by the region's new economic and political realities. LAC/RSD, in collaboration with IAD, IDB and the U.S. Department of Education (USED), is leading the way in identifying the characteristics of the problems as well as formulating and disseminating corrective measures. Over the last year, LAC/RSD worked with USED in two key areas, educational technology and educational standards and assessment, under the U.S.-Brazil Partnership in Education, to access and address policy issues affecting the Brazilian education system. The PERA/PREAL program completed eight major research works in a wide range of topics, including finance, decentralization, standards, evaluation and indicators, and quality. In addition, IAD established three working groups on national standards and assessment, political obstacles to education reform, and teachers' unions. The working groups, consisting of region wide networks of specialists, are working to disseminate and critique new thinking, to generate practical policy recommendations, and to influence national and provincial policy. LAC/RSD also worked closely with the IDB to coordinate and maximize their respective investments in policy analysis and applied research and jointly funded a conference in El Salvador managed by Harvard University's Institute for International Development on Central American Educational Reform in El Salvador. As a result of the conference, the Ministers of Education in Central America have begun to develop education policy reform programs for financing by the IDB and USAID.

Articulating the case for education reform - The LAC Regional program used a variety of mechanisms to articulate the case for education reform, including the formation of three issue-specific working groups, 38 PERA/PREAL-sponsored forums and conferences, and the publication of eight successful research papers. Each approach has been successful with different actors in the education reform milieu. Since the process of education reform is almost never direct or immediate and the attribution of reform to a specific factor is difficult at best, at this early stage of the program, it is difficult to show clear-cut results. Nevertheless, there are good indirect indicators of program success. For example, one of the PERA/PREAL research publications, *The Future at Stake*, has fundamentally changed the terms of the debate on education reform in the region. It reached a whopping run of 14,000 copies and was published in three languages and distributed to business, political, governmental and civil society leaders in every country in the hemisphere. In addition, the document was widely cited in the press, and groups in Brazil, Argentina and the Dominican Republic have published their own version of the document at their own expense.

Developing a constituency for reform and strengthening local capacity and commitment to participate in education reform - The PERA/PREAL program now has 21 affiliated centers (12 just this year) in 15 countries. These affiliated centers, however, do not constitute a homogenous group. Some are well-established institutions; others are quite recent. Some are affiliated with universities, some are think tanks, and some are advocacy groups. They all have in common, however, a commitment to education and education reform, and access to and influence with important and diverse groups in national and local society. By participating in the PERA/PREAL network, these centers have become much more knowledgeable about new thinking on education reform issues and much more aware of efforts elsewhere to address problems similar to those they face in their own countries. All have come to feel part of a hemisphere-wide movement seeking to improve education policy. Over the last year, the

affiliated centers shared information and occasionally visited each other. In many cases, PERA/PREAL affiliated centers established credibility with national and local governments. In some affiliated centers, staff members moved into ministerial policy positions, giving them the opportunity to directly apply the knowledge they acquired while working with PERA/PREAL.

Future performance: The key challenges for the LAC Regional program in the coming years will be to work with LAC governments, NGOs, the private sector, and civil society to promote and to develop policies and programs that support: 1) the 1998 Summit Plan of Action in education and the Summit Education Initiative, 2) the U.S.-Brazil Partnership in Education and other bilateral partnerships that may emerge; 3) hurricane reconstruction programs in education in selected affected countries; and 4) Presidential and Congressional initiatives such as combating harmful child labor through education. The program will use the \$5 million supplement in 1999 and the \$4.2 million supplement in 2000 to focus on four major sets of activities, including: 1) education reform under the PERA/PREAL program; 2) U.S.-Brazil Partnership in Education; 3) Summit of the Americas Education Initiative; and 4) child labor.

1. **PERA/PREAL:** In FY 99, LAC/RSD will continue to provide support for IAD to develop and expand its program activities. The IAD made a strong start in its program of promoting education reform in the hemisphere with a very modest budget. LAC/RSD will work with the IAD to develop additional focused programs that are within their manageable interest. For example, LAC/RSD likely will support IAD's effort to carry out an Education Task Force for Central America, which will develop a policy paper for education reform for the subregion much like the highly acclaimed, *The Future at Stake*. In addition, LAC/RSD will assist IAD to develop a program of "Report Cards" for the Americas.
2. **U.S.-Brazil Partnership in Education:** Given the limited resources available to support the U.S.-Brazil Partnership, LAC/RSD will support three program areas which are directly relevant to the policy dialogue topics selected by the two governments, complement the broad objectives of the Administration (State Department and the USED), and reinforce the Summit Education Initiative. These areas are:
 - a. Educational Technology - LAC/RSD, through a buy-in to LearnLink (a Global Bureau/Human Capacity Development Office program), will continue to fund the development of a multi-institutional network of USG agencies, universities, think tanks, NGOs and other organizations to discuss policy alternatives in the area of education technology. The Government of Brazil has set up a similar multi-institutional network, and the two networks are linked electronically. The U.S. network has already played an important role in the second bilateral dialogue on educational technology.
 - b. Civil Society/Urban Partnerships - In consultation with the Brazilians, LAC/RSD will develop a program to strengthen NGOs and civil society participation in policy making and administration of public education in Brazil.
 - c. Cooperation with the USED - LAC/RSD will continue to work closely with the USED to implement the U.S.-Brazil Partnership in Education and will assist the USED to carry out the mandate of the binational dialogue through a MOU. The MOU will fund limited,

selected professional exchanges between the two nations to facilitate the technical dialogue of the Partnership.

3. **Summit of the Americas:** The Summit's focus on education reform affords an unparalleled opportunity to collaborate with hemispheric governments, the IDB, the World Bank, the USED, and other donors in shaping educational policy in the region. Through active participation in the Summit Education Initiative Coordinating Committee, LAC/RSD has identified four major areas in which we expect to develop follow up activities. The four areas are: educational standards and assessments; teacher training and development; educational technology; and decentralization and the involvement of civil society in the administration of education. Specific activities we expect to support include:
 - a. co-sponsoring, with the USED and the National Center for Educational Statistics, a major hemispheric conference on standards, student assessment, and indicators;
 - b. undertaking with the IDB a series of activities (policy analyses, applied research, demonstration and pilot programs, and program development) intended to "clear-the-ground" for major IDB investments in education; and
 - c. establishing a regional professional development program for teachers and school administrators and promoting access to the most cost-effective educational technology in the region.

SO 2 Indicators: 1998

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1a: Working groups established to research and promote key education reforms: (a) number, (b) issues addressed, (c) composition			
UNIT OF MEASURE: Number of regional or sub-regional working groups, issues addressed and composition of working groups. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This IR and indicator were revised in 1997. COMMENTS: The objective of this IR is to capture the extent to which public and private sector support for education reform can be built as a direct result of the PERA activity. The numbers in the planned column reflect the number of working groups. Owing to the higher than expected cost of working groups, we have revised the planned targets for this indicator to achieve 4 working groups rather than the 6 originally envisioned.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	2	3
	1999	1	
	2000	0	
	2001	0	
	Target	4	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1b: National affiliates established in selected LAC countries: (a) number, (b) diversity of outreach			
UNIT OF MEASURE: Number, type and diversity of outreach SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This was a new indicator in 1997. COMMENTS : Diversity of outreach refers to the variety of sectors that are accessible to affiliates. The number in the planned column reflects the number of affiliates. Type and diversity of outreach is reported in the narrative. The target for this indicator has been achieved in the first two years of the program, although some affiliates may be added in the remaining years of the program.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	3	12
	1999	4	
	2000	3	
	2001	0	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1c: Forums and conferences held: (a) number, (b) make-up of participants involved (e.g. policy-makers/ educators/ NGOs/ private sector officials)			
UNIT OF MEASURE: Number of forums and conferences SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This was a new indicator in 1997. COMMENTS: The number of forums or conferences should continue to average about 10 per year, with two or three being held in each subregion and perhaps one in the United States. Given the early success of the program in this area (38 forums vs. 10 planned), we revised the targets upward.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	10	38
	1999	25	
	2000	15	
	2001	10	
	Target	88	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2b: Number of research projects, and publications sponsored by working groups or PERA/PREAL affiliates			
UNIT OF MEASURE: Average number of research projects and publications for all affiliates in operation for more than six months. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This was a new indicator in 1997, designed to measure capacity of partner institutions. COMMENTS: Seven research projects and/or publications per year represents the average per affiliate in operation for six months or more. In 1998, the average number of research projects per affiliate was 2.5 and the average number of publications per affiliate was 5.6, or a total of 8.1. We would expect that those proportions should hold in the out years of the program.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	3	8.1
	1999	6	
	2000	6	
	2001	3	
	Target	18	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2c: Average number of all publications disseminated per year by affiliate in operation for six months or more			
UNIT OF MEASURE: Average number of publications disseminated per affiliate. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This was a new indicator in 1997. The purpose is to determine the scope and depth of influence the activity is having on policy dialogue. COMMENTS: An average will be taken among affiliates that are in operation for six months or more. Dissemination of publications will be targeted to educators and key policy makers in the country. The exceptionally high number represents the extraordinary success of one publication, which is unlikely to be repeated. Nevertheless, we revised the targets upward to reflect the early success of the program.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	100	1,922
	1999	300	
	2000	400	
	2001	300	
	Target	1100	

SO 3: More Effective Delivery of Selected Health Services and Policy Interventions

Summary: The initiatives in this SO (Vaccinations, Integrated Management of Childhood Illness (IMCI), Maternal Mortality, Health Sector Reform, and Antimicrobial Resistance) respond to the burden of disease in LAC, where 35% of the disability adjusted life years lost are due to communicable, maternal, perinatal, and nutritional causes, as opposed to non-communicable diseases and injuries. This is seven to eight times as high as the proportion of these diseases in established market economies like the U.S. In addition, these health services and policy interventions respond to the Miami and Santiago Summits of the Americas and to the Agency Population Health and Nutrition (PHN) Strategy by contributing to reductions in infant and maternal mortality, by increasing equity of access to basic health care, and by improving the availability and use of information for health policy decisions.

The customers or direct beneficiaries of this objective are host country personnel and others involved in service delivery, surveillance and health reform programs. Ultimately, the people of USAID-assisted countries in LAC, especially children under five and women of childbearing age in LAC, will benefit from improvements in the selected health services and from improved access to basic health services.

Overall implementation of ongoing initiatives has generally met expectations this year and is on track for achieving the SO. Formal approval of the Anti-Microbial Resistance initiative and the grant to the Pan American Health Organization (PAHO) is expected by the time of the review of this Results Review and Resource Request (R4). In addition to the accomplishments listed below, other major achievements of the PHN team during FY 98 were the development and presentation of an innovative Sector Profile, which enabled comparison of funding and needs in USAID presence countries, and the design and presentation of the first regional PHN State-of-the-Art technical update course since 1991.

Key Results and SO Performance: The key IRs the initiatives addressed are listed in Annex II of this R4. Each of the initiatives has had substantial success during 1998.

The website established as part of the **Health Sector Reform** initiative has had more than 100,000 hits, 72% from outside the U. S. Fully 62,000 were to the thesaurus and 13,000 on Clearinghouse literature, which shows that what is being collected and abstracted by the initiative is being used by health care managers in the region. All of the methodologies and tools developed by the health sector reform program are being used in at least 50% of the countries where they were introduced, as planned. These include the National Health Accounts, which are being used in the seven countries where they were introduced. The findings show wide variations, such as a range of spending on health between \$44 and \$168 per capita. Analysis of these results may lead to important conclusions about what makes a difference in improving health in LAC. The innovative decentralization study describes what authorities have been devolved to lower levels and what has happened as a consequence. The concept paper for this study was published in *Social Science and Medicine*. The approach to decentralization, worked out between the partners for this initiative, has been incorporated in the World Bank Flagship Course on Health Sector Reform in Asia.

Due largely to the regional initiative, LAC is leading the world in **IMCI** preparations and implementation. The IMCI initiative is still ahead of schedule regarding official adoption of the IMCI strategy by target country Ministries of Health (MOH). We had expected five to have adopted the strategy by 1998, but seven have done so, with Guatemala being the lone hold out. While there has been some interest and draft plans have been developed by PAHO at the request of the Guatemalan MOH, no official adoption of IMCI is expected prior to the mid-1999 elections. PAHO organized the first global attempt to address the issue of monitoring and evaluation of IMCI at a workshop, attended by representatives from other regions within the World Health Organization, the United Nations Children's Fund and USAID. Participants provided important input to adjust global indicators and approaches to IMCI programming. Because of these rapid advances in LAC, the Global Bureau's PHN office has approached RSD-PHN about using this initiative as a testing ground for community involvement mechanisms, with the idea of later transferring successful models to worldwide IMCI programs. This parallels the World Health Organization's approach to PAHO on the same topic.

Target countries continue to achieve gains in **vaccination** coverage for infants. For all vaccines, coverage increased from above 70% in 1996 to above 74% in 1997 and to above 76% in 1998 in all target countries except Haiti, which has not reported. El Salvador, Honduras, Nicaragua, and Peru reached 90% coverage for all infant vaccines other than measles; the planned level was 5 countries achieving this high coverage. Bolivia, El Salvador, and Honduras reached 95% coverage for measles vaccine, which was the planned level of achievement. The Americas have remained polio-free since 1992. The vaccination initiative made an important contribution to reducing the risk of a measles epidemic in Haiti. The advisor there brought to USAID/Washington and PAHO Headquarters' attention the rising number of unvaccinated children. Based on interagency discussions and technical assistance from the initiative, necessary vaccination campaigns were conducted, raising coverage from 25% to 42%. This is still far from the 95% level considered essential to eliminating measles, which is of considerable concern now because of the renewed measles threat in recent weeks coming from Dominican Republic.

At the three pilot sites for **maternal mortality** programming in Bolivia, Ecuador and Honduras, there are 17 Quality Design teams composed of health providers and community members. The teams work together to identify local obstacles to emergency obstetrical care and to choose and implement solutions that will work to improve care. In one case, it was as simple as arranging for all obstetric cases to enter the facility through the same door so that trained personnel could triage them. Previously, some women had not been cared for rapidly because they were not seen immediately by personnel trained to recognize emergency needs. The Dominican Republic and El Salvador reported 6% and 11% increases respectively in births attended by skilled personnel. The planned level was for three countries to achieve at least a 1% increase in this indicator, but the other target countries did not report change from 1997 levels. Follow-up to verify that the data reported represent 1998 information has been requested from PAHO. A very exciting event was the Worldnet Teleconference with First Ladies of Peru, Ecuador, and Bolivia discussing maternal mortality problems and solutions in their countries; First Lady Hillary Rodham Clinton addressed them by video and was represented by the Assistant Administrator for the LAC Bureau, Mark Schneider, at the broadcast.

Future Plans: During 1999, a new initiative for Anti-Microbial Resistance will begin. Late in the fiscal year, exploration of a possible regional family planning initiative will be conducted. The discussion in 1998 R4 review and consultation with missions will inform this process and it is expected that the initiative will begin during late FY 2000. In FY 99 a new LAC-wide activity will be initiated to gather, synthesize, and disseminate to the staff of Acquired Immune Deficiency Syndrome (AIDS) programs and other interested parties in LAC presence countries information on experiences in AIDS prevention in the region. This can probably be implemented by G/PHN/HN/AIDS as a field support activity under the new Design/Monitoring & Evaluation/Lessons Learned/Disseminated contract. Continuation of such activities would depend on results. LAC/RSD-PHN will also develop with affected missions a consistent concept for hurricane reconstruction efforts prior to finalization of programming for supplemental funds. RSD-PHN will be responsible for monitoring the grant to the Department of Health and Human Services for hurricane reconstruction.

Mid-term evaluations of three initiatives will be conducted during FY 99. For maternal mortality, the focus will be on the continued appropriateness of the existing design and the management of the policy activities by PAHO. For the IMCI initiative, the focus of the evaluation will be how to shape the future activities to reinforce and sustain the enthusiastic acceptance of IMCI by Ministries of Health in the region and to foster full implementation throughout health delivery systems. Evaluation of the Health Sector Reform initiative will focus on identifying ways to overcome slow implementation to date of the activities planned. In FY 2001, a comprehensive evaluation is planned of the vaccination program over more than ten years (which led to the eradication of polio from the Americas and is making great strides against measles). The program has a record of accomplishment which needs to be examined for lessons to apply to future efforts.

Once full staffing of the PHN team is achieved, technical advisors are expected to overcome difficulties encountered this year. Indicator achievements were mixed for all initiatives and all had some indicators not reported. Baseline levels were established during 1998 for maternal mortality indicators, a significant step forward. Severe problems in the management of the PAHO maternal mortality grant required extensive attention by the technical advisor to that program. We are hopeful that recent discussions between the SO team leader and the Division Director at PAHO will result in improved performance of these critical activities. Assuming this effort to improve performance is successful, expectations are that the PHN programs will reach their objectives for 2001.

USAID population and health programs in the LAC region are graduating: Colombia in FY 96, Mexico in FY 99, and Ecuador in FY 2000. The decisions to complete such programs are based on their attainment of sustainable levels of contraceptive prevalence and infant mortality, as documented by population-based surveys. To determine if the program effects have been sustained, these surveys need to be repeated about 5 years after the last one. The last Demographic and Health Survey in Colombia was conducted by PROFAMILIA in 1995, a survey would be needed in FY 2001. Similarly, surveys for Mexico are needed in 2002 and for Ecuador in 2003. (Funds would need to be obligated in the prior year in each case.)

SO 3 Indicators: 1998

STRATEGIC OBJECTIVE NO. 3 More effective delivery of selected health services and policy interventions.			
APPROVED: 06/1996; Vaccination RP		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT: Vaccination Results Package: More effective delivery of sustainable, high quality vaccination services.			
INDICATOR 3.1: Target countries with coverage of each EPI antigen (BCG, OPV3, measles and TT2) at planned levels.			
UNIT OF MEASURE: Number SOURCE: PAHO Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for this results package include: Bolivia, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, and Peru. a = # of countries with at least 90% vaccination coverage of core antigens (BCG, OPV3, measles and TT2) in children < 1 year of age. b = # of countries with 95% measles vaccination coverage of children 1 year of age. c = # of countries with 90% vaccination coverage with TT2 in women of childbearing age in high risk areas. *Provisional data; final to be available in 4/99 **This target can only be achieved if Haiti begins reporting (otherwise target will be 7/7/7).	YEAR	PLANNED a/b/c	ACTUAL a/b/c
	1995	-----	2/1/0
	1996	3/1/0	3/1/0
	1997	4/2/2	4/2/0
	1998	5/3/4	4/3/1*
	1999	7/5/6	
	2000	7/7/7	
	2001	8/8/8**	

STRATEGIC OBJECTIVE NO. 3 More effective delivery of selected health services and policy interventions.			
APPROVED: 11/1996; Maternal Mortality RP		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT: Maternal Mortality Results Package: More effective delivery of Essential Obstetrical Care.			
INDICATOR 3.4: Target countries with percentage of births attended by trained personnel increased by at least 1% over previous year.			
UNIT OF MEASURE: Number SOURCE: Annual Ministry of Health data reported through PAHO; DHS or RHS surveys when available for purposes of comparison. INDICATOR DESCRIPTION: Trained personnel includes health staff that have had at least 6 months of general health training. COMMENTS: Target countries for this results package include: Bolivia, Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay, and Peru. *1996 data exists, but no 1995 data are available, so this cannot be calculated. **Verification that data reported for all countries are for 1998 has been requested of PAHO, because 9 of 11 countries apparently had no change in this indicator from 1997 to 1998.	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	NA*
	1997	0	
	1998	3	2**
	1999	6	
	2000	9	
	2001 (T)	11	

STRATEGIC OBJECTIVE NO. 3 More effective delivery of selected health services and policy interventions.			
APPROVED: 03/1997; IMCI Results Package		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.1: IMCI Results Package: Country health leaders have information for IMCI adoption.			
INDICATOR 3.2.1b: Target countries with official decision to adopt IMCI.			
UNIT OF MEASURE: Number SOURCE: PAHO and Basic Support for Institutionalizing Child Survival (BASICS) Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for this results package include: Bolivia, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, and Peru.	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	7
	1998	5	7
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3 More effective delivery of selected health services and policy interventions.			
APPROVED: 29/07/97; Health Sector Reform RP COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 3.4.1: Health Sector Reform RP: Methodologies and tools developed, tested and disseminated for analysis, design, implementation and monitoring of country health sector reforms.			
INDICATOR 3.2.1b: Methodologies and tools actively used by key actors in 50% or more of target countries where introduced,			
UNIT OF MEASURE: Percent of methodologies. SOURCE: Each partner agency will report on the methodologies it introduces (Data for Decision Making (DDM), Family Planning Management Development (FPMD), PAHO and the Partnership for Health Reform (PHR)). INDICATOR DESCRIPTION: COMMENTS: Target countries are in USAID presence countries with PHN objectives: Bolivia, Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. The denominator includes methodologies and tools that have been introduced by the year prior to measurement.	YEAR	PLANNED	ACTUAL
	1997	100%	100%
	1998	100%	100%
	1999	100%	
	2000	100%	
	2001 T	100%	

SO 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

Summary: Biodiversity provides the building blocks for current and future medicinal and industrial products, and provides valuable non-market resources for the rural poor. The LAC region contains nearly half of the world's biodiversity. Unfortunately, pressures such as population growth and increased demands for agricultural and grazing lands are rapidly degrading key ecosystems, especially tropical rain forests. Protection of key LAC parks and reserves is a cost-effective means to conserve some of the hemisphere's biodiversity, but the vast majority of LAC countries lack the resources and local technical capacity to do this. This SO, through the Parks in Peril (PiP) program--a partnership among USAID, The Nature Conservancy, local NGOs and local government agencies--improves the protection of 34 critically-threatened LAC national parks and reserves of global significance. It is one of the Agency's most successful biodiversity programs and one the LAC Bureau's most important SOs in helping the USG meet its obligations under the Rio Earth Summit and the Summit of the Americas, including the Santiago Chile Summit's Global Climate Change Initiatives.

The SO's ultimate customers include: (1) local rural people who depend on the sustainable use of natural resources in and around LAC protected areas, who gain economically from park employment, and PiP community development and ecotourism activities; (2) urban dwellers of major cities whose watersheds are protected by parks; and (3) U.S. citizens who gain from the protection of genetic sources for future medicines and crop varieties, as well as from the storing of carbon in tropical forests and mangroves.

Key Results and SO Progress: Four key intermediate results contribute to achieving the objective: (1) on-site protection: each site requires an adequate number of trained park guards, protection infrastructure, and demarcated and patrolled; (2) strong local NGOs: each site requires an administratively and technically competent NGO to assist government in park management; (3) local community involvement: each site requires that neighboring communities support and participate in park management and gain tangible economic benefits from park management; and (4) non-USAID financing: each site requires significant local resources supporting conservation, and adequate financial planning to encourage the long-term support from local governments and other donors.

This SO has met expectations and continues to lead to tangible conservation results in globally-important protected areas throughout the hemisphere. Overall, the SO has significantly improved the protection of 34 parks sites in 15 countries, covering over 25 million acres. In FY 98, six additional sites covering 5.6 million acres achieved adequate park protection, bringing the total to 17 sites covering about 15 million acres. These no longer require intensive USAID funding and have graduated from the program. As significant as this accomplishment is, it is below the FY 98 SO target of 21 "graduated" sites. Notwithstanding this shortfall, LAC/RSD still feels the program is on track. The shortfall is principally due to weather anomalies that occurred over the past year. El Nino-induced floods and hurricanes destroyed infrastructure and community development projects in Ecuador, the Dominican Republic and Mexico. The Ecuador and Mexico sites will likely graduate within the next year or two. Reconstruction at the site in the Dominican Republic will take longer. The fourth site, the one in Costa Rica, had graduated but government budget cuts reduced on-site park protection. Local NGOs and

international donors are now putting pressure on the Government of Costa Rica to increase support to this site. PiP also continues to strengthen the financial self-sufficiency of local Costa Rican NGO involved in the site's management.

The program's 1998 external evaluation also supported LAC/RSD's belief that the SO met its objective. The evaluation stated that: "To judge the 'success' of a project and to determine whether any partner is 'good' are complex, essentially subjective processes. At the heart of those processes, however, lie a few simple questions: Was the project well designed? Was it well implemented? Did it achieve some or most of its objectives? Is it deserving of continued support? To all these questions the team's response is yes". And, "The program is working well! The objective of turning "paper parks" into functioning, well-managed PiP program sites is being accomplished in a dozen countries throughout the Latin America/Caribbean region."

The evaluation also highlighted other major achievements at the intermediate result level. It notes that PiP sites have an adequate number of trained park guards and protected areas specialists – note that FY 98 target for this target was met (23 sites). The evaluation also points out that PiP-supported NGOs technically and administratively strong. In FY 98, the target of eleven "competent" was met. This number does not include NGOs that have graduated from the program, some of which are now hemispheric leaders, such as Programme for Belize and the Fundacion Moises Bertoni (Paraguay).

Another SO success is that over \$45 million of non-USAID resources have been leveraged for park management over the life of SO. This total includes national government sources of funding such as, in FY 98, \$730,000 from Mexican federal, state and municipal governments, and \$400,000 from Colombia and \$9.4 million from European donors, primarily the Dutch. The external evaluation did conclude, though, that financial planning and garnering more long-term finances for conservation need more emphasis. For the intermediate result "Non-USAID sources attained or created for parks and reserves," the indicator "number of parks and reserves with long term financial management plans completed and updated regularly by government/NGO partners" exemplifies this. It fell short of its FY 98 targets (only 14 of the 19 anticipated sites completed their financial plans). Additional resources will be dedicated in FY 99 to address this situation.

The external evaluation also noted that the intermediate result "community constituency developed to support sustainable management of targeted parks and reserves" warranted significant improvements. The program needs to improve the economic sustainability of buffer zone activities, better link community economic development activities with conservation objectives, and include more women and other "hard to reach" groups in conservation activities. Based on these recommendations, LAC/RSD will provide some FY 99 funding to Global Bureau/Women In Development Office to help The Nature Conservancy incorporate these recommendations into the PiP program and to help redesign the indicators under this intermediate result.

Based on another recommendation of the external evaluation, a new intermediate result on LAC Government Involvement in Park Management is being developed. It should be completed within 3-6 months.

A number of other FY 98 results of note are: (a) Unexpected Progress in Colombia: Sites in Colombia, especially Sierra Nevada de Santa Marta, have made unexpected progress in local participation, sustainable development planning, and mobilized international support for conservation. The Nature Conservancy and local NGOs partners received awards from the Government of Colombia for their work in protecting Colombia's biodiversity.

(b) Improved Fire Management: Due to active patrolling by park rangers, fires during the El Nino-induced fire season were detected early and fought successfully at El Ocote, Mexico, and Sierra de las Minas, Guatemala. In areas adjacent to El Ocote but without similar protection, the fires burned up to three times more forest and agricultural lands, even in terrain more accessible to firefighters than the reserve is.

Future Performance: The current Parks in Peril cooperative agreement with The Nature Conservancy, and this SO, ends in September 2001, leaving only two years of funding left (including this year). Assuming that LAC Missions contribute \$1.7 million over the next two years, the LAC/RSD mortgage is \$7.6 million. Therefore, even modest funding cuts in the next two years might hinder site graduation within the SO's time frame. Even without budget cuts, sites in the Dominican Republic ravaged by Hurricane Georges (Parque Nacional del Este, Madre de las Aguas) may not have the time and resources to graduate by September 2001.

The Nature Conservancy submitted in October 1998 a new 5-year proposal for Parks in Peril 2000 (to begin with FY 2001 funds) to follow-up on the current Parks in Peril program. It is based on their new strategic plan and responds, to a great extent, to the recommendations of the recent external evaluation. In January 1999, LAC/RSD led a review of this proposal and provided guidance to The Nature Conservancy should they choose to submit a revision. Parks in Peril 2000 could serve as the basis for a new LAC/RSD Biodiversity Conservation SO, beginning with FY 2001 funds. LAC/RSD proposes to support PiP 2000 if The Nature Conservancy resubmits a proposal acceptable to the LAC Bureau.

Through the Environmental Support Project, this SO also supports LAC Bureau environment staff. In addition, it allows LAC/RSD to provide LAC Missions and the LAC Bureau with inter-agency and multi-donor coordination necessary to carry out environmental Summit initiatives and hurricane reconstruction. Key successes in FY 98 include: (a) support provided by the Caribbean Regional Forester to USAID/Dominican Republic in the wake of Hurricane Georges; (b) coordination with the World Bank to co-finance a donors conference on biodiversity funding in the LAC region; (c) supporting a Chile Summit water initiative with the OAS; and (d) supporting an IDB/Central American Commission on Environment and Development conference on the links between unsound land use practices and damage from Hurricane Mitch. Following up on the Santiago Summit water initiatives, LAC/RSD proposes for FY 2000 an initiative on integrated water resources management to begin to address the region's daunting water resources problems. This initiative will address such critical water issues as highly contaminated water supplies, inadequate access to water supply and sanitation services, intense competition for scarce water resources, watershed management, and inadequate institutional frameworks for water resources management.

SO 4 Indicators: 1998

STRATEGIC OBJECTIVE NO. 4 Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.			
APPROVED: 19/07/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT:			
NEW INDICATOR: Number and area of targeted parks and protected areas with adequate management.			
UNIT OF MEASURE: Number/Area (millions of acres) SOURCE: Based on PiP criteria/ The Nature Conservancy INDICATOR DESCRIPTION: COMMENTS: Criteria include: (a) Immediate conservation threats deterred; (b) A long-term management plan being developed; (c) LAC NGOs strengthened to implement and/or assist in the management of selected parks and reserves; (d) Long term financial plan in progress and funding ensured for recurrent operation costs; (e) A local constituency actively participating in supporting park protection. *Note: In FY 98, six sites qualified for the SO indicator. Two sites which had previously qualified lost ground due to El Nino (Machalilla, Ecuador) and government budget cuts (Corcovado, Costa Rica). An additional site (La Encrucijada, Mexico) would have qualified until it experienced two severe floods. BASELINE YEAR= 1990	YEAR	PLANNED	ACTUAL
	1990	-----	0
	1994	4/4.1	4/4.1
	1995	7/5.9	7/6.3
	1996	14/12	9/6.7
	1997	19/17.7	13/9.6
	1998	21/13.5	17/15.0
	1999	25/18.4	
	2000	26/18.8	
	2001	32/25.0	

STRATEGIC OBJECTIVE NO. 4 Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.			
APPROVED: 19/07/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 4.1: Strengthened on-site capacity for long-term protection of targeted parks.			
INDICATOR 4.1.1: Sites with adequate number of trained park guards and protected areas specialists.			
UNIT OF MEASURE: Number SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: COMMENTS: Adequate number determined by needs assessment set forth in initial workplans and monitored by yearly evaluations. BASELINE YEAR = 1990	YEAR	PLANNED	ACTUAL
	1990	-----	0
	1994	4	4
	1995	7	7
	1996	14	11
	1997	18	19
	1998	22	23
	1999	23	
	2000	23	
	2001	31	

STRATEGIC OBJECTIVE NO. 4 Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/1996 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.2: Strengthened capacity of partner NGOs for sustainable long-term management of targeted parks and reserves.			
NEW INDICATOR 4.2.1: Number of NGOs that have met and continue to meet the PiP institutional, administrative, and management criteria.			
UNIT OF MEASURE: Number SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Criteria include: (a) management and financial reports submitted; (b) audit passed; (c) complete work plan; (d) annual evaluations submitted; (e) personnel development; (f) project implementation. COMMENTS: * Planned numbers of NGOs are lower after 1995 because NGOs from PiP sites no longer receiving intensive USAID funding are not included in future planning numbers. These NGOs are still among the strongest in Latin America and the Caribbean (e.g., Fundacion Moises Bertoni, Paraguay; ANCON, Panama; Programme for Belize, Belize; Fundacion Amigos de la Naturaleza, Bolivia; Fundacion Natura, Ecuador; Fundacion Natura, Colombia; Fundacion Pro-Sierra, Colombia). BASELINE YEAR = 1990	YEAR	PLANNED	ACTUAL
	1990	-----	0
	1994	17	17
	1995	19	19
	1996	14	14
	1997	13	14
	1998	11	11
	1999	18	
	2000	12	
	2001	7	

STRATEGIC OBJECTIVE NO. 4 Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/1996 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.4: Non-USAID funding sources attained or created for parks and reserves.			
NEW INDICATOR 4.4.2: Number of parks and reserves with long term financial management plans completed and updated regularly by government/NGO partners.			
UNIT OF MEASURE: Number of park/reserve sites SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: This is a key indicator of a site's ability to achieve long term non-USAID support for its survival as a viable area. An updated financial plan indicates that a de facto management plan exists upon which were based the activities "costed out" and budgeted in the financial plan. These plans include the selection of the most important and feasible activities for park protection, and insure that sufficient income exists or can be realistically projected to cover these activities. COMMENTS: All other sites have long term management plans in progress.	YEAR	PLANNED	ACTUAL
	1990 (B)	-----	0
	1994	4	0
	1995	8	0
	1996	15	6
	1997	13	12
	1998	19	14
	1999	20	
	2000	28	
	2001 (T)	35	

SO 5: Reinforcement of Regional Trends that Strengthen Democracy in the LAC Region

Summary: In the area of democracy and human rights, USAID aims to reinforce regional trends that deepen democracy in the Latin America and the Caribbean. The ultimate customers of this SO are the citizens of countries in the region, who will benefit from enhanced accountability and transparency in government institutions, improved observance of human rights, and increased participation in political decisionmaking.

Based on the data available, results of recent evaluations and judgments of its activity managers, LAC/RSD Democracy and Human Rights Team's self-assessment is that performance toward the SO has exceeded expectations during the past year. While SO-level data are not yet available, due to the fact that the performance monitoring plan for the objective was completed during 1998, advances under each of the three intermediate results indicate that progress toward achievement of the strategic objective as a whole surpassed planned levels.

Key Results and SO Progress: Three intermediate results have been identified as essential to achieving this strategic objective: 1) strengthened regional mechanisms to promote human rights and the rule of law; 2) strengthened regional approaches to improve public sector legitimacy; and 3) strengthened regional mechanisms to promote pluralism. During 1998, LAC/RSD activities contributed to significant progress in strengthening regional approaches that support human rights and the rule of law, improve public sector legitimacy and strengthen civil society.

USAID support enabled the Inter-American Institute of Human Rights (IIDH) to continue its Interdisciplinary Course on Human Rights, which trains "multiplier agents" in the promotion of human rights. Participants in the course represent government, NGOs, universities, the army, police and international organizations throughout the region, and are trained to become human rights defenders, educators and promoters after returning to their countries. The June 1998 course trained 120 participants and held activities involving 100 other professionals, focusing on public policy and human rights and the role of citizen participation in public transparency. USAID strongly supports the high priority that IIDH has placed on incorporating a gender-based perspective into all of its programs. In 1998, the Institute formed an internal commission of representatives from each of its four programming areas to operationalize integration of gender concerns into its programming. This commitment to gender equality in IIDH's programs is intended to promote the same commitment among individuals, organizations and government institutions participating in the Institute's activities. IIDH shared this methodology at the "Vital Voices" conference in October 1998.

The Accountability and Financial Management Activity (AAA) made a substantial contribution to increasing government accountability throughout the hemisphere through its training in the Integrated Financial Management System (IFMS). Governments in all Spanish-speaking countries in the region, except Chile and Cuba, are now developing IFMS and/or expanding it to new governmental units, including the municipal level. Expansion of this system led to use of common financial management standards throughout the region and increased transparency and efficiency in government operations. AAA also increased its impact by acting as the Secretariat for the donors' consultative group on accountability and anti-corruption, a forum for coordinating activities and sharing information. Through this forum, donors agreed on a common framework for the establishment of financial management systems developed by AAA. By introducing the RespondaNet Website, AAA

significantly enhanced public access to news and publications on anti-corruption and accountability activities throughout the region.

LAC Bureau staff and counterparts contributed significantly to increasing donor interaction aimed at strengthening local government by working closely with the IDB to ensure its leadership in establishing a donor consultative forum. The Bureau's IDB liaison officer led a number of crucial meetings within the Bank, and grantee International City/County Management Association (ICMA) drafted a concept paper that was provided to the Bank's U. S. Executive Director's Office. The IDB president ultimately resolved to announce the proposed creation of the International Forum for Cooperation on Local Government for Latin America and the Caribbean in connection with the Bank's annual meeting in March 1999. All appropriate major donors were contacted and broad consensus established to respond positively to this initiative.

The Bureau's support for regional approaches to strengthen civil society demonstrated notable success in 1998. A grant to Partners of the Americas supports the Inter-American Democracy Network, which generates civic activism by sharing expertise among Latin American NGOs. By the end of 1998 the network included 102 associate member NGOs, universities and municipalities, surpassing the original target of 80 for the grant end date of FY 2000. Forty-eight associate members moved beyond receiving training and technical assistance from the network's five founding members to implementing their own programs in citizen participation, deliberative citizen forums, philanthropy, and voter education. Partners' Cuban Linkages program, aimed at creating an informal network of contacts for Cuban participants and enhancing organizational and programmatic skills of environmental, agricultural and community service organizations, gained momentum in mid-1998. A total of 18 people participated in exchanges among Cuban groups and organizations in other Latin American countries, nearing the target of 19 participants. Mutually beneficial contacts were established among participating groups, and several plan follow-up visits.

RSD also demonstrated progress in furthering government-civil society dialogue, particularly related to Summit themes. With LAC/RSD funding, the Chilean NGO PARTICIPA led five Latin American civil society organizations in working with their respective governments to advance Summit Action Plan items such as civic education, the role of women in poverty eradication, and strengthening civil society. Despite a limited time frame and country-specific political and bureaucratic obstacles, a number of participating NGOs succeeded in forming strategic alliances with key government offices and formulating concrete proposals to advance Summit issues. Support for the Esquel Group Foundation in coordinating the Civil Society Task Force also helped to foster dialogue within civil society and between civil society and governments. The Task Force's monthly meetings have become an important venue for disseminating information to Washington-based civil society groups with regional interests, particularly relating to the Summit process. As a result of relationships with the Summit Implementation Review Group developed through the Task Force, Esquel was invited to coordinate NGO involvement in implementation of Summit civil society initiatives. The Task Force has advised the U.S. and Canadian Missions to the OAS on their initiative to increase NGO participation in OAS deliberations.

USAID supported the creation of the office of the Special Rapporteur for Freedom of Expression in the OAS Human Rights Commission in November 1998. The Rapporteur already made progress in publicizing his office's existence and mandate, and promoting growth of a "rapid response network"

of NGOs and journalists to report violations of freedom of expression. The office already successfully resolved one case, in which a Peruvian journalist was freed from jail after the Rapporteur was alerted by an NGO and contacted the Peruvian government to express concern.

Future Performance: Beginning in FY 99, LAC/RSD plans to provide support to the Ibero-American Federation of Ombudsmen, a regional association of Offices of Human Rights Ombudsmen. LAC/RSD aims to strengthen the influence of the ombudsmen's offices, which have become a principal vehicle for the defense of human rights in the hemisphere.

In the area of anti-corruption and accountability, beginning in FY 2000, LAC Regional activities will pursue expansion of IFMS into additional government ministries and municipal governments, maintain a leading role in the donors' consultative group, and continue disseminating information on anti-corruption initiatives. LAC/RSD is particularly interested in seeking synergies between its local government development and accountability programs, using models of financial management systems that have proven successful in municipal government.

Expected results in local government development include establishment of a talent bank of local government management trainers, and an innovative practices database that will identify pilot municipalities for training. LAC/RSD expects the International Forum for Cooperation on Local Government to be further developed during 1999, with the ICMA as its executive secretariat. The Central American Federation of Municipalities and the International Union of Local Authorities, regional municipal government associations for Central and South America, are positioned to act as facilitators of dialogue between local governments and donors. Forum consultations are expected to show initial results in the form of complementary donor planning and program funding by May 2000.

LAC/RSD will continue to work to strengthen regional NGO networks of civil society-government dialogue, particularly in relation to Summit objectives. Expected results include a steady increase in the number of associate members in the Inter-American Democracy Network that are working on their own to promote civic activism. An evaluation in 1999 is expected to assess the network's experiences and lessons learned.

With Bureau support, the office of the Special Rapporteur for Freedom of Expression is expected to be further consolidated in FY 2000 and become a recognized regional resource for reporting violations of freedom of expression and seeking resolution of such issues.

LAC/RSD also plans continued involvement in the creation of the Justice Studies Center of the Americas. USAID, together with the State Department, has actively promoted establishment of the Center, and prepared the groundwork for a March 1999 meeting of Justice Ministers that is expected to be a substantive step towards its creation. The Center will facilitate training of justice sector personnel, information exchange and other forms of technical cooperation, with the aim of furthering the modernization of judicial systems throughout the hemisphere.

SO 5 Indicators: 1998

STRATEGIC OBJECTIVE NO. 5: Reinforcement of Regional Trends that Deepen Democracy			
APPROVED: 07/1997		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.1.1: Strengthened Capacity of Regional Organizations to Promote Human Rights Awareness and Education			
NEW INDICATOR 5.1.1: Demonstrated progress of the Inter-American Institute of Human Rights (IIDH) in integrating gender concerns into human rights programming.			
UNIT OF MEASURE: Steps along a scale SOURCE: IIDH annual reports and work plans, memoranda of Executive Director, consultation with IIDH staff and participants in activities. INDICATOR DESCRIPTION: Definition: Progress is identified by movement along scale: 1. IIDH (Board of Directors/Executive level) incorporates gender equity and justice into its institutional mission and plan 2. IIDH creates a Steering Committee of representatives from each organizational Program Area to implement a Gender Equity and Justice strategic plan. 3. IIDH develops a framework document to guide institutional integration of gender concerns into human rights programming and evaluation. 4. IIDH completes staff workshops on gender. 5. IIDH explicitly incorporates strategic gender issues into its activity/program planning, including curriculum planning and institutional development. 6. IIDH implements activities incorporating gender concerns. 7. IIDH evaluates institutional advancements in integrating strategic gender concerns into human rights programming and institutional development. COMMENTS: The reporting period for 1998 is September 24, 1997 through December 31, 1998. Activity ends December 31, 2000.	YEAR	PLANNED	ACTUAL
	1998	Steps 1, 2	1, 2
	1999	Steps 3 – 5	
	2000	Steps 6, 7	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of Regional Trends that Deepen Democracy			
APPROVED: 07/1997		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.2: Strengthened Regional Approaches to Improve Public Sector Legitimacy			
INDICATOR 5.2.3: Number of integrated financial management systems (IFMS) in the region.			
UNIT OF MEASURE: Number of public sector units SOURCE: Casals report INDICATOR DESCRIPTION: Number of government units, e.g., ministries or municipal governments that have adopted IFMS. COMMENTS: Actual number for 1998 is estimated, as Casals was unable to supply complete data in time for the R4 report. Casals is working on verifying data and establishing a 1999 target. Activity ends December 31, 1999.	YEAR	PLANNED	ACTUAL
	1998		34
	1999		
	2000		

STRATEGIC OBJECTIVE NO. 5: Reinforcement of Regional Trends that Deepen Democracy			
APPROVED: 07/1997		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.3: Strengthened Regional Mechanisms to Promote Pluralism			
INDICATOR 5.3: The number of NGOs assisted by the founding members of the Inter-American Democracy Network that are encouraging civic activism.			
UNIT OF MEASURE: Number of NGOs SOURCE: Partners of the Americas performance monitoring plan INDICATOR DESCRIPTION: Number of network NGOs organizing citizen forums, carrying out citizen monitoring of local governments, replicating civic education programs, developing systems for collecting information about candidates for public office, or carrying out activities to promote social responsibility. COMMENTS: Reporting period is July 1, 1997 – June 30, 1998. Activity ends in FY 2000.	YEAR	PLANNED	ACTUAL
	1997		13
	1998		48
	1999	60	
	2000	70	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of Regional Trends that Deepen Democracy			
APPROVED: 07/1997		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.3.1: Expand Regional Networks			
INDICATOR 5.3.1: The number of new NGOs that participate in the existing civil society network.			
UNIT OF MEASURE: Number of NGOs SOURCE: Partners of the Americas performance monitoring plan INDICATOR DESCRIPTION: Number of founding and associate member NGOs in the Inter-American Democracy Network. COMMENTS: Original targets called for 85 members in 1999 and 2000. These targets have been increased to reflect maintaining the current higher-than-expected level of impact. Data reported for 1998 are for July 1, 1997 – June 30, 1998. Activity ends in FY 2000.	YEAR	PLANNED	ACTUAL
	1996	5	5
	1997	25	30
	1998	25	107
	1999	110	
	2000	120	

SO 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education

Summary: The LAC Regional participant training strategy is based on the hypothesis that there are two factors which are critical to sustainable development of the economic and social conditions within the region: (1) a stable social, political and economic environment that is conducive to economic growth; and (2) an educated, skilled population with capable leaders to manage and implement programs and policies. Strengthening the human resource capacity of the LAC Region requires investments into quality training and education programs accompanied by relevant follow-on that, together, equip young leaders with technical skills, training and academic education. The significance of these investments is substantial to the region and is evidenced in the positive impact that the more than 21,000 U.S. trained participants to date have made on their communities and institutions upon completion of their training. In fact, the 1998 Santiago Summit Declaration reinforces the importance of training by making it one of the nine action items supporting the Summit goal of achieving universal education by the year 2010. Ultimately, it is the societies within the region that benefit from a strengthened human resource base. Participants, their families, and their employers consistently report the more immediate benefits of the U.S. training experience. One of the core concepts in participant training is to focus on a special target population, the academically gifted and the economically disadvantaged, bringing young people from disparate social backgrounds, both the educated and less well educated, to the United States for advanced studies or technical training. Over the past year, the SpO has remained on track and even exceeded expectations in the number of leaders trained from the region.

Key Results and SO Progress: Four Intermediate Results contribute to achieving a broad base of leaders in LAC countries who are equipped with technical skills, training and academic education. The efficacy of the training is determined largely by the extent to which participants, upon completion of their training: 1) are employed in their area of expertise; 2) are active and influential in community; 3) have increased responsibility in the job; and 4) maintain ties with the U.S. The main activities under this SpO are the Cooperative Association of States for Scholarship (CASS) activity, a component of the LAC Bureau region-wide Caribbean and Latin American Scholarship Program (CLASP II), and the Advanced Training in Economics (ATIE), which concluded at the end of 1998.

Over the last year, as in previous years, progress under this SpO, at both the SO and IR levels has remained consistently high. During 1998, the program exceeded planned training targets by 23 percent and surpassed previous years. The goals for the CASS participant training were to: 1) recruit at least 50% female candidates in every field of study; 2) recruit more individuals from minority indigenous groups; and 3) recruit 80% of candidates from rural areas and 20% from urban areas. These goals were achieved or nearly achieved. ATIE concluded its program in December 1998, having provided 13 LAC countries with economists holding advanced degrees. The final six students completed their advanced degrees and have returned to their respective countries to fill positions as economists in either the government or private sector. ATIE has provided long-term participant training to produce a significant number of professionally trained economists who are starting to have a substantive impact on the quality of economic analysis and policy implementation in the region. Ninety percent of the 167 ATIE graduates are serving in key government offices

(some are Advisors or Special Assistants to Presidents and Vice Presidents of their countries), and as directors of Central Banks, heads of ministries, and also in important positions in the private sector. Many ATIE graduates are now teaching in public and private universities, thereby producing a multiplier effect through the training of future economists and leaders.

The CASS program received new funding in 1998 under a new Cooperative Agreement that will continue through 2004. The goal of CASS is "to transform" carefully selected socio-economically disadvantaged Central American and Caribbean young people through educational opportunity and thus increase the number of current and future leaders in these nations. The region's ability to compete openly in the markets of the 21st century will be greatly enhanced with a broadened human resource base. CASS realizes this mission by providing an ongoing support system, a positive learning experience in the United States, and an alumni network that helps to reintegrate each graduate in his or her society upon returning home. During 1998, a total of 330 CASS students completed their program and returned home. These included 250 long-term, 30 short-term, and 50 Nicaragua Peace Scholarships (NPSP). The 98% return rate for NPSP was the second best result since the program began in 1991. Eighteen U.S. institutions, three of which are Historically Black Colleges or Universities, are serving as hosts to 270 long-term and 36 short-term Cycle 98 participants. Seventy-four percent are from rural areas and 10 % represent indigenous populations of Central America. CASS also increased recruitment efforts among indigenous and African-descent candidates. In Guatemala, for example, recruitment was limited to rural areas only and resulted in CASS exceeding targeted goals for women, rural, and indigenous candidates. CASS exceeded the recruitment goal for women – with 57% of the final candidates being female. Of significance, is the emphasis CASS placed on individuals with disabilities, particularly the deaf. Cycle 98 included 4.5% deaf participants.

The impact of the CASS program is evident upon completion of the training. For example, a student from Dominican Republic upon his return home rebuilt a hospital in his rural home community, and today the hospital is one of the best in the region in terms of facilities and service to the community. In Haiti, CASS alumni have launched a savings cooperative that currently has over \$25,000 of alumni and community deposits, and plans are underway to extend loans to members. These are two examples of the immediate and long-term impact of the CASS program on the lives of over 21,000 participants, their families and communities.

To a large extent, the success of the program is dependent upon trainees being employed in the areas in which they were trained. In past years, a larger sample of alumni consistently showed that employment levels were 91-92% and employment statistics for 1998 are not substantially different. Approximately 92% of all recently returned trainees are employed in their skill area; many not employed are continuing their education. In fact, almost half of the CASS trainees have studied at a university since their return, and more than half reported having received professional training (non-university) since CASS. These numbers demonstrate that CASS alumni are committed to their professional development. The employment figure is slightly higher among ATIE graduates, at 94.67%. A 1997 survey noted a slight difference in employment levels between men and women. Eighty-three percent of women respondents are employed compared to 89% of the men.

The extent to which participants are active and influential in their communities and professions is also a hallmark of the program. Among all CLASP trainees, 87% are from socially, ethnically,

or economically disadvantaged backgrounds. Therefore, the importance of trainees making contributions to the communities in which they live cannot be overstated. The majority of the CASS alumni take part in volunteer activities, and more than half assumed community leadership roles. Eighty-six percent of CASS alumni reported that CASS had increased their civic participation, and 75% vote in governmental elections. Community service and leadership are key elements of the participant training program philosophy. Returnees in several countries have formed alumni associations committed to serving their communities. Evidence of positive networking within professions and across professions by CASS alumni is abundant. More than half received salary increases following their training, and the majority reported increased responsibilities at work. Eighty-two percent of CASS trainees who received salary increases attribute the increase to their U.S. training.

Future Performance: The CASS program is expected to maintain similar levels of recruitment through the year 2002, after which long-term placements will cease to allow appropriate completion time by the year 2004. Short-term program levels will be maintained at similar levels to the end of the program. The CASS Nicaragua Peace Scholarships Program, created to provide technical and high school equivalency training to people who dropped out of school because of the civil war, will conclude. Having trained 407 students to date, the final 57 NPSP students will complete their studies in 1999. The CASS component will implement new guidelines for emphasizing Women and Leadership in the training of all CASS students and evaluate the impact. A training and management model for one-year and short-term programs is planned, based on the past successes of CASS but taking into consideration the different needs and goals of adult professional participants. The 224 CASS students who began studies two years ago in September 1997 will complete their programs in 1999. Georgetown University will monitor the 270 students who began in September 1998 and identify and place groups of about 300 students per year for 1999 - 2002.

SpO 6 Indicators: 1998

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
SpO INDICATOR 1: Leaders and potential leaders from LAC successfully completed U.S. and LAC training			
UNIT OF MEASURE: Number of leaders trained annually SOURCE: Annual quarterly reports INDICATOR DESCRIPTION: COMMENTS: Prior planned figure of 650 for 1996 was an error. Total number of participants 1985-1995 is 20,454. New cooperative agreement with Georgetown University resulted in revised completion date and end of project planned target that increased by 1,351 trainees. Note: previous cumulative actual number trained was added incorrectly (should have reflected 21,098).	YEAR	PLANNED	ACTUAL
	1995	-----	20,454
	1996	650	315
	1997	295	329
	1998	255	330
	1999	240	
	2000	330	
	2001	325	
	2002	330	
	2003	300	
	2004	66	
	Target	22,486	21,428

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 6.1: Returned students employed in area of expertise and applying skills and leadership.			
INDICATOR 6.1: Returnees employed			
UNIT OF MEASURE: Percent of returnees employed SOURCE: Annual quarterly reports INDICATOR DESCRIPTION: COMMENTS: Targets for number of returnees employed have not been adjusted as they have held consistently above average for the last three years. Dramatic increases or declines are not expected.	YEAR	PLANNED	ACTUAL
	1995	-----	89%
	1996	89%	90%
	1997	90%	91%
	1998	91%	92%
	1999	91%	
	2000	91%	
	2001	91%	
	2002	91%	
	2003	91%	
	2004	91%	
	Target	91%	

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 6.2: Returned trainees active and influential in community professions			
INDICATOR 6.2: Returnees involved in community professional activities after training.			
UNIT OF MEASURE: Percent of returnees participating in community activities SOURCE: Annual quarterly reports INDICATOR DESCRIPTION: Participation in voluntary associations/involvement in community or civic activity, such as community development projects, municipal elections, or Parent-Teacher Associations. COMMENTS:	YEAR	PLANNED	ACTUAL
	1995	-----	89%
	1996	89%	89%
	1997	90%	89%
	1998	90%	89%
	1999	90%	
	2000	90%	
	2001	90%	
	2002	90%	
	2003	90%	
	2004	90%	
	Target	90%	

III. RESOURCE REQUEST

The following section discusses the program resources and OE necessary to implement the LAC Regional program during the FY 1999-2000 period. Emphasis will be on the continued implementation of Summit initiatives to ensure the momentum gained so far is maintained, including the design and implementation of several new initiatives in basic education, microenterprise, property registration, local government, anti-corruption, food safety and economic integration. In addition, LAC/RSD will be responsible for managing most other USG programs in support of countries affected by Hurricane Mitch. The hurricane supplemental activities will require some additional staff resources (program and OE). The budget tables accompanying this narrative conform to the Bureau's control levels and include the anticipated services to be accessed through field support and buy-ins. LAC/RSD draws upon the Global Bureau for critical services under each of its SOs and Global Bureau staff continue to fully participate as SO Team members. Taking into account pipeline levels (which continue to be less than one year of funding), the need for additional program and OE resources is described below.

Program Resources:

SO 1 – Hemispheric Free Trade: To more clearly articulate the expected results and to better measure performance, a revised strategy is being developed for review by the Bureau in late May. Although multiple objectives will be proposed, this R4 presentation includes resources for the revised strategy under one objective. In addition to the resources requested in the budget tables, LAC/RSD requests \$1.5 million in each of FY 2000 and FY 2001 to launch and implement the US-LAC Environmental Partnership and Development Credit Authority activities which will provide USAID regional/hemispheric leadership in critical Summit of Americas environmental challenges of sustainable forestry, water resources management, industrial clean production, global climate change and consideration of environmental issues within the FTAA process. An additional \$2 million of microenterprise funds in each of FY 2000 and FY 2001 is also requested to support Summit action items in this area and to provide further assistance to the ACCION microenterprise lending program.

SO 2 – Human Resources Policy: In addition to the resources requested in the budget tables, the LAC Regional program will require at least \$ 1 million in each of FY 2000 and FY 2001 to continue the policy work and complete the Summit follow-on work started in FY 99. The funds will be used in concert with LAC Missions and IDB resources to address key policy areas in educational standards, technology and governance. In FY 2001, \$1.5 million is required for a one-year child-labor initiative.

SO 3 - Health Services and Policy Interventions: In addition to the funding included in the budget tables, in FY 2000, \$1.5 million is requested to initiate a Family Planning initiative (\$1 million) and to contribute to the follow-up surveys of closed out population programs (\$500,000 of population funds). For FY 2000, an additional \$500,000 each is required for the Family Planning initiative and follow-up surveys. For each follow-up survey, coordination with in-country and other donors is needed as this is not enough money for full surveys and reports. While RSD-PHN could administer these funds, transferring them to the Global Bureau as field

support, the funds could be included in mission programs for those years as an alternative programming model.

Available levels of PHN earmarks continue to be at significant variance with the desired levels, when the SO as a whole is considered. To the degree possible, funding planned for FYs 2000 and 2001 should be adjusted to more closely meet the desired earmarks. Finally, in FY 2000 and FY 2001, population funds in lieu of Child Survival/Diseases funds, in the amounts of \$64,000 and \$187,000 respectively, are needed to cover the ongoing costs of the population fellow.

SO 4 - Protection of Parks and Reserves: The funds requested for this SO are critical for continued graduation of parks from the highly successful Parks in Peril program and to continue support for the Bureau's environment staff. In FY 2000, an additional \$200,000 is proposed to begin an integrated water resources management initiative which starts to address the region's daunting water resources problem, a problem Hemispheric leaders have addressed repeatedly at the Summits of the Americas. Recognizing that inter-sectoral coordination is a necessary element of such a program, the initiative has the support of RSD-PHN, RSD-ENV, RSD-DHR as well as several LAC Mission. Funding for the initiative should be a combination of health, democracy and environment funds. In FY 2001, an additional \$400,000 is requested to continue the water initiative and to provide funds to the Global Bureau's Rural and Agricultural Incomes with Sustainable Environment project to work with The Nature Conservancy on improving the economic sustainability of buffer zone activities, a weakness pointed out in the recent evaluation.

SO 5: LAC/RSD/DHR expects to be able to implement its program within the control levels identified in the budget tables; however, additional ESF resources are required. While additional ESF support for the position of the Press Freedom Rapporteur was originally planned for FY 2000, it is requested that this funding be provided in FY 99 as the initial support of \$150,000 in FY 98 will be inadequate to support the position through this fiscal year. In addition, \$150,000 in FY 2000 is requested to continue the position for a third year. As described in the results narrative, this position is expected to become a critical regional resource for reinforcing press freedom in the hemisphere. During the office's first year, activities are devoted principally to establishing the office and publicizing its existence throughout the hemisphere. It will take time to fully activate the "rapid response network" of NGOs and journalists to provide reporting to the Rapporteur on a systematic basis, as well as to attract funding from other sources. As a result, two years of funding will be inadequate to fully consolidate the office. In addition to continued support for the Press Freedom Rapporteur, the LAC Bureau has identified a critical opportunity to assist in implementing Venezuela's new criminal procedures code, a significant reform that is a model for the hemisphere. In FY 2000, the Bureau requests \$500,000 in ESF to support development of a public defender program that will provide increased fairness and access to justice for Venezuelans who lack the means to hire their own lawyers.

Workforce and OE:

LAC/RSD has two inter-related roles which continue to influence workforce and other program management requirements. First, LAC/RSD provides essential staff support to the Bureau and LAC field missions. It defines and anticipates, analyzes and responds to LAC political, strategic, policy and program trends relating to sustainable development and US foreign policy. Effective

collaboration with our partners in the hemisphere as well as with the IDB, the World Bank and other donors is essential to the success of our efforts. Examples of the critical role LAC/RSD plays is the enormous influence it has had in shaping and carrying out items emerging from the Summit and its role in providing technical expertise and coordination of efforts responding to Hurricane Mitch and other natural disasters.

LAC/RSD's second role is to oversee the design and implementation of the LAC Regional program, the Bureau's third largest program in terms of annual obligations at approximately \$30 million in FY 99. This uniquely regional program responds directly to Summit initiatives and is the main vehicle to implement the Plan of Action which emerged from the Santiago Summit meeting. LAC/RSD staff work very closely with technical staff in the Bureau for Program and Policy Coordination, Global Bureau Centers and field missions.

Workforce - Taking both of these roles into account, LAC/RSD program workforce projections and travel requirements are as follows:

	FY 99	FY 2000	FY 2001
USDH Staff	18	17	17
Program Funded Staff ¹	10	10	10
OE Funded PSC	1	1	0
OE Travel	\$90,000	\$95,000	\$100,000

Included in the above tables are three additional program funded staff (PSCs) and one OE funded staff (PSC), which are required to assist in the implementation and management of hurricane-related assistance.

Operating Expenses – LAC/RSD staff require OE funds sufficient to permit frequent travel to: (1) review/monitor LAC Regional and Summit activities, (b) attend regional or subregional meetings of USAID technical officers, and (3) participate in key program-related meetings of donors and counterparts in the region. Assistance to mission programs by RSD direct hire staff must be funded by missions, which follows Agency guidelines. An increase in travel funds from past years is requested to permit travel by staff to enhance the relationship and flow of communication with field missions as a result of the revised R4 process and to facilitate the Office's role in coordinating and managing additional resources that become available from the hurricane supplemental. In addition to the travel funds requested, LAC/RSD will require \$25,000 in FY 2000 for a follow-up State-of-the-Art course for PHN staff of the LAC region.

¹ In addition to the program funded staff included in the table, eight fellows, TAACS and advisors are managed by the Global Bureau.

FY 1999 Budget Request by Program/Country

Program/Country: LAC Regional

05-May-99

02:33 PM

Approp Acct: DA/CSD

Scenario

FY 1999 Request																
O. # , Title	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 99
SO 1: Progress Toward Resolving Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere																
	Bilateral	2,754		200	2,554										2,050	1,200
	Field Spt	750			750										1,889	0
		3,504	0	200	3,304	0	0	0	0	0	0	0	0	0	3,939	1,200
SO 2: Improved Human Resource Policies Adopted in Selected LAC Countries																
	Bilateral	1,200				1,200									1,300	500
	Field Spt	200				200									280	120
		1,400	0	0	0	1,400	0	0	0	0	0	0	0	0	1,580	620
SO 3: More Effective Delivery of Selected Health Services and Policy Interventions																
	Bilateral	3,230							1,505	960		765			3,434	2,531
	Field Spt	1,942							1,097	200		645			2,992	2,371
		5,172	0	0	0	0	0	0	2,602	1,160	0	1,410	0	0	6,426	4,902
SO 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity																
	Bilateral	3,610											3,610		4,320	4,500
	Field Spt	490											490		495	490
		4,100	0	0	0	0	0	0	0	0	0	0	4,100	0	4,815	4,990
SO 5: Reinforcement of Regional Trends that Strengthen Democracy in the LAC Region																
	Bilateral	4,700												4,700	5,193	4,139
	Field Spt	200												200	0	200
		4,900	0	0	0	0	0	0	0	0	0	0	0	4,900	5,193	4,339
SO 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education																
	Bilateral	10,000			6,000	2,000				2,000					13,200	14,100
	Field Spt	0														
		10,000	0	0	6,000	2,000	0	0	0	2,000	0	0	0	0	13,200	14,100
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		25,494	0	200	8,554	3,200	0	0	1,505	2,960	0	765	3,610	4,700	29,497	26,970
Total Field Support		3,582	0	0	750	200	0	0	1,097	200	0	645	490	200	5,656	3,181
TOTAL PROGRAM		29,076	0	200	9,304	3,400	0	0	2,602	3,160	0	1,410	4,100	4,900	35,153	30,151

FY 99 Request Agency Goal Totals	
Econ Growth	9,504
Democracy	4,900
HCD	3,400
PHN	7,172
Environment	4,100
Program ICASS	0
GCC (from all Goals)	2,700

FY 99 Account Distribution (DA only)	
Dev. Assist Program	18,504
Dev. Assist ICASS	
Dev. Assist Total:	18,504
CSD Program	10,572
CSD ICASS	
CSD Total:	10,572

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country: LAC Regional

05-May-99

02:33 PM

Approp Acct: DA/CSD

Scenario

O. # , Title		FY 2000 Request													Est. S.O.	Est. S.O.
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY 00
SO 1: Progress Toward Resolving Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere																
	Bilateral	3,500	300	300	2,600								300		4,400	500
	Field Spt	1,500			800								700		1,100	400
		5,000	300	300	3,400	0	0	0	0	0	0	0	1,000	0	5,500	900
SO 2: Improved Human Resource Policies Adopted in Selected LAC Countries																
	Bilateral	2,100				2,100									2,100	500
	Field Spt	400				400									320	200
		2,500	0	0	0	2,500	0	0	0	0	0	0	0	0	2,420	700
SO 3: More Effective Delivery of Selected Health Services and Policy Interventions																
	Bilateral	2,781						0	2,426	355					3,748	1,565
	Field Spt	2,074						64	2,010	0					2,692	1,753
		4,855	0	0	0	0	0	64	4,436	355	0	0	0	0	6,440	3,318
SO 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity																
	Bilateral	4,530											4,530		4,890	4,140
	Field Spt	470											470		530	430
		5,000	0	0	0	0	0	0	0	0	0	0	5,000	0	5,420	4,570
SO 5: Reinforcement of Regional Trends that Strengthen Democracy in the LAC Region																
	Bilateral	3,901												3,901	3,900	4,140
	Field Spt	1,399												1,399	930	669
		5,300	0	0	0	0	0	0	0	0	0	0	0	5,300	4,830	4,809
SO 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education																
	Bilateral	10,000			6,000	2,000				2,000					13,200	10,900
	Field Spt	0														
		10,000	0	0	6,000	2,000	0	0	0	2,000	0	0	0	0	13,200	10,900
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		26,812	300	300	8,600	4,100	0	0	2,426	2,355	0	0	4,830	3,901	32,238	21,745
Total Field Support		5,843	0	0	800	400	0	64	2,010	0	0	0	1,170	1,399	5,572	3,452
TOTAL PROGRAM		32,655	300	300	9,400	4,500	0	64	4,436	2,355	0	0	6,000	5,300	37,810	25,197

FY 00 Request Agency Goal Totals

Econ Growth	10,000
Democracy	5,300
HCD	4,500
PHN	6,855
Environment	6,000
Program ICASS	0
GCC (from all Goals)	2,700

FY 00 Account Distribution (DA only)

Dev. Assist Program	21,300
Dev. Assist ICASS	
Dev. Assist Total:	21,300
CSD Program	11,355
CSD ICASS	
CSD Total:	11,355

Prepare one set of tables for each appropriation Account

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FY 2001 Budget Request by Program/Country

Program/Country: LAC Regional

05-May-99

02:33 PM

Approp Acct: DA/CSD

Scenario

O. # , Title																	
		FY 2001 Request														Est. S.O. Pipeline End of FY 01	Future Cost (POST- 2001)
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures		
SO 1: Progress Toward Resolving Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere																	
	Bilateral	3,300		600	2,400								300		3,300	500	
	Field Spt	1,700			1,000								700		1,700	0	
		5,000	0	600	3,400	0	0	0	0	0	0	0	1,000	0	5,000	500	
SO 2: Improved Human Resource Policies Adopted in Selected LAC Countries																	
	Bilateral	2,300				2,300									2,800	0	
	Field Spt	200				200									420	100	
		2,500	0	0	0	2,500	0	0	0	0	0	0	0	0	3,220	100	
SO 3: More Effective Delivery of Selected Health Services and Policy Interventions																	
	Bilateral	2,568						0	2,235	333					2,781	1,351	
	Field Spt	2,287						187	2,000	100					2,074	1,967	
		4,855	0	0	0	0	0	187	4,235	433	0	0	0	0	4,855	3,318	
SO 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity																	
	Bilateral	4,510											4,510		4,440	4,210	
	Field Spt	490											490		460	460	
		5,000	0	0	0	0	0	0	0	0	0	0	5,000	0	4,900	4,670	
SO 5: Reinforcement of Regional Trends that Strengthen Democracy in the LAC Region																	
	Bilateral	3,901												3,901	4,000	4,041	
	Field Spt	1,399												1,399	1,900	168	
		5,300	0	0	0	0	0	0	0	0	0	0	0	5,300	5,900	4,209	
SO 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education																	
	Bilateral	10,000			6,000	2,000				2,000					13,200	7,700	
	Field Spt	0															
		10,000	0	0	6,000	2,000	0	0	0	2,000	0	0	0	0	13,200	7,700	
SO 7:																	
	Bilateral	0													0	0	
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		26,579	0	600	8,400	4,300	0	0	2,235	2,333	0	0	4,810	3,901	30,521	17,802	
Total Field Support		6,076	0	0	1,000	200	0	187	2,000	100	0	0	1,190	1,399	6,554	2,695	
TOTAL PROGRAM		32,655	0	600	9,400	4,500	0	187	4,235	2,433	0	0	6,000	5,300	37,075	20,497	

FY 01 Request Agency Goal Totals	
Econ Growth	10,000
Democracy	5,300
HCD	4,500
PHN	6,855
Environment	6,000
Program ICASS	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	21,300
Dev. Assist ICASS	
Dev. Assist Total:	21,300
CSD Program	11,355
CSD ICASS	
CSD Total:	11,355

Prepare one set of tables for each appropriation Account

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For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 1: Hemispheric Free Trade	936-4215 LAC TECH II	High	3 Yrs.	0	600	0	800
	936-4213 BASIS CRSP	High	3 Yrs.	0	200	0	200
	936-5594 Environmental Health	High	2 Yrs.	0	100	0	100
	936-5556 Forest Resources Management (FRM II)	High	2 Yrs.	0	100	0	100
	EEC/NASDA	High	2 Yrs.	0	100	0	100
	Energy IQC	High	2 Yrs.	200	0	200	0
	Water IQC	High	2 Yrs.	100	0	100	0
	Env. Pol. & Inst. Strengthening IQC	High	2 Yrs.	100	0	100	0
	Sub-Total SO 1			400	1,100	400	1,300
SO 2: Human Resource Policies	Basic Ed. & Policy Support (BEPS) - New Project	High	2 Yrs.	200	0	200	0
	936-5970 CEDPA	High	1 Yr.	0	200	1,000	0
	Sub-Total SO 2			200	200	1,200	0

* For Priorities use high, medium-high, medium, medium-low, low

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 3: Health Services and Policy	936-3096.03 MEDS (Evaluation)	Med-High	FY99-01	0	0	150	0
	TBD - Follow-on to BASICS	High	FY99-01	0	475	0	502
	936-5992 Quality Assurance	High	FY97-01	0	523	0	510
	936-5974.08 Rational Pharm. Management	Med-High	FY99-01	0	0	0	100
	936-5974.13 Partnerships in Health Reform	High	FY97-01	0	623	0	444
	936-6004.10 Health & Child Survival Fellows	High	FY96-01	0	168	0	169
	936-5970 TAACS, CEDPA	High	FY97-01	0	221	0	225
	936-3070 Population Leaders Program	High	FY97-01	0	64	0	187
	Sub-Total SO 3			0	2,074	150	2,137

* For Priorities use high, medium-high, medium, medium-low, low

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 4: Protection of Parks	936-5556 Forestry Management	High	2 Yrs.	0	100	0	105
	936-5600 AAAS Fellows Program	High	2 Yrs.	0	90	0	95
	936-5517 Environmental Planning and Management	High	2 Yrs.	0	280	0	290
	Sub-Total SO 4			0	470	0	490
SO 5: Democracy	TBD - New IQC (Governmental Integrity - Anti-Corruption)	High	5 Yrs.	1,300	0	1,300	0
	Democracy Fellows Program	High	2 Yrs.	0	99	0	99
	Sub-Total SO 5			1,300	99	1,300	99
GRAND TOTAL.....				1,900	3,943	3,050	4,026

* For Priorities use high, medium-high, medium, medium-low, low

ANNEX 1

ENVIRONMENTAL IMPACT

The new activities listed below will require, at minimum, an Initial Environmental Examination (IEE) or a request for a categorical exclusion from conducting an IEE. The need for Environmental Assessments will be identified as a result of any IEEs deemed necessary. SO teams will coordinate with the Bureau's Chief Environmental Officer in complying with the environmental regulations (222 CFR 216).

--SO 1 - Revisions to the current SO, including the possibility that more than one objective will evolve from the current restructuring exercise, may result in the need for requests for categorical exclusions or IEEs.

--SO 2 - Amendment to increase total estimated cost of the SO as a result of additional funds that become available, will result in the need to amend the earlier approved request for a categorical exclusion.

--SO 3 - The addition of the AIDS component and the family planning component to the SO will require an IEE.

--SO 4 - Amendment to continue the SO and the Parks in Peril program will require an IEE.

--SO 5 - In late FY 1999, RSD will initiate a new activity in accountability and anti-corruption that will be carried out through an IQC which is currently in process of development by the Global Bureau's Democracy & Governance Office. As part of the development of LAC/RSD's new activity, the appropriate environmental review will be performed.

- The initiation of a democracy activity in Venezuela may require a request for categorical exclusion.

--SpO 6 - None

All current Strategic and Special Objectives and associated activities are in compliance with their corresponding IEEs, Environmental Assessments, etc.

ANNEX 2

RESULTS FRAMEWORKS

SO 1: Progress Toward Resolving Key Market Issues Impending Environmentally Sound and Equitable Free Trade in the Hemisphere

IR 1.1: Progress by Smaller-Economy Countries in Establishing FTAA-Consistent Trade Discipline Reforms

IR 1.2: Progress Toward Improved Modern Labor/Management Relations in the Hemisphere

IR 1.3: Progress Toward the Adoption of Improved Policies, Practices and Technologies Addressing Key Small-and Medium-Sized Enterprise Trade Issues

IR 1.4: Progress Toward the Adoption and Implementation of Improved Policies, practices and Technologies Addressing Key Environment-Related Trade Issues in the Hemisphere

SO 2: Improved Human Resources Policies Adopted in Selected LAC Countries

IR 2.1: Public and Private Sector Support for Education Reform Built

IR 2.2: Capacity of Public and Private Organizations to Work for Education Reform Strengthened

IR 2.3: Best Education Policies and Practices in America and Elsewhere Identified, Analyzed and Disseminated

SO 3: More Effective Delivery of Selected Health Services and Policy Interventions

Vaccinations:

IR 1.1: Improved Policy Environment Relating to Vaccination Programs

IR 1.2: Expanded and Improved Vaccination Delivery by Public and Private Sectors, including NGOs.

IR 1.3: Strengthening and Support of the Measles Surveillance System

Integrated Management of Childhood Illness (IMCI):

IR 2.1: Country Health Leaders have Information for IMCI Adoption

IR 2.2: Country Plans and Strategies in Place for Introduction and Implementation of IMCI

IR 2.3: Improved Country Capacity to Implement IMCI

IR 2.4: Monitoring and Evaluation used to Adjust IMCI Program Plans

Maternal Mortality:

IR 3.1: Increased Capacity of Communities to Recognize and Respond to Pregnancy-Related Complications by Accessing Health Services in Pilot Districts.

IR 3.2: Development, Testing, Evaluation and Dissemination of Approaches to Enhance use of Protocols, Standards and Guidelines at First Level of Referral

IR 3.3: Intensive Implementation of the EOC Aspects of the Regional Plan for the Reduction of Maternal Mortality

Health Sector Reform:

IR 4.1: Methodologies and Tools Developed, Tested, and Disseminated for Analysis and Design, Implementation and Monitoring of Country Health Sector Reforms

IR 4.2: Information on Health Reform Efforts and Experience Gathered and Made Widely Available to Interested Parties in LAC Countries and to Health Sector Donors

IR 4.3: Reform Processes and Outcomes Monitored and Feedback Provided to Countries, Donors and Other Partners

IR 4.4: Opportunities and Means to Share Experience and Advice Between Countries are Established

Antimicrobial Resistance (AMR) – Pending approval by AA/LAC:

IR 5.1: Improved Surveillance Capacity in Target Countries to Determine the Magnitude and Impact of AMR

IR 5.2: Improved Capacity in Target Countries to Implement Approaches to Address AMR

SO 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

IR 4.1: Strengthened On-site Capacity for Long-Term Protection of Targeted Parks and Reserves

IR 4.2: Strengthened Capacity of Targeted NGOs for Sustainable Management of Targeted Parks and Reserves

IR 4.3: Community Constituency Developed to Support Sustainable Management of Targeted Parks and Reserves

IR 4.4: Non-USAID Funding Sources Attained or Created for Targeted Parks and Reserves

SO 5: Reinforcement of Regional Trends that Deepen Democracy in Latin America And the Caribbean

IR 5.1: Strengthened Regional Mechanisms to Promote Human Rights and Rule of Law

IR 5.2: Strengthened Regional Mechanisms to Improve Public Sector Legitimacy

IR 5.3: Strengthened Regional Mechanisms to Promote Pluralism and Civil Society

SpO 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education

IR 6.1: Returned Students Employed in Area of Expertise and Applying Skills and Leadership

IR 6.2: Returned Trainees Active and Influential in Community Professions

IR 6.3: Returnees Find New Jobs or Increased Responsibility/Earning in Old Job

IR 6.4: Returnees Maintain U.S. Ties